

ECONOMIC DEVELOPMENT

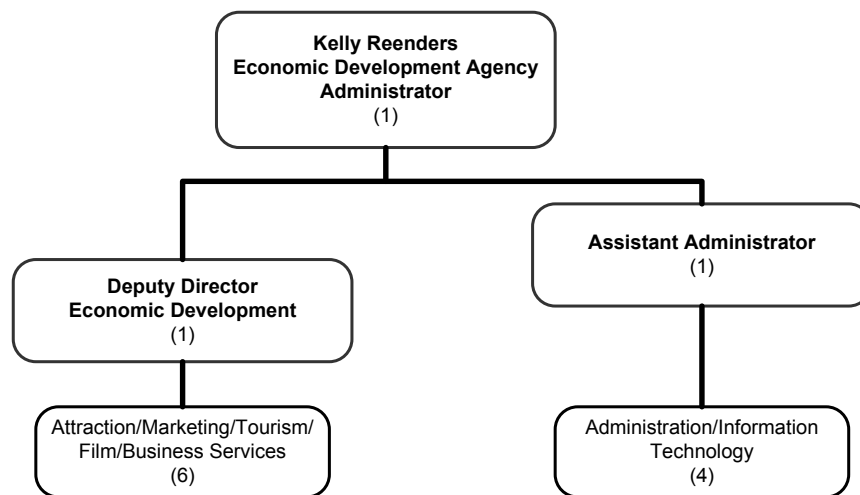
Kelly Reenders

DEPARTMENT MISSION STATEMENT

The Department of Economic Development fosters sustainable economic growth opportunities for job creation and revenue enhancement through comprehensive business expansion, attraction, and retention programs and services. The Department creates strategic partnerships with public and private entities to enhance global competitiveness and entrepreneurial development.



ORGANIZATIONAL CHART



2012-13 ACCOMPLISHMENTS

- Implemented programs to strengthen the County's brand regionally and nationally to site selectors, corporate real estate executives, investors, brokers and other stakeholders through speaking engagements, partnerships, advertising, direct outreach and public relations.
- Responded to over 150 inquiries for site selection packages and over 220 inquiries for incentive information and other technical assistance.
- The economic development effort Countywide resulted in 337 new businesses to the County in 2012-13. By applying a regional job multiplier based upon industry type, the new businesses created an economic impact of 6,047 jobs (*The data provided is based upon EMSI Economic Modeling multipliers*).
- Executed the State of the County event on April 10, 2013. This event seeks to attract and retain businesses within the County and connect stakeholders and community leaders.
- Continued regular meetings with San Bernardino County cities and towns economic development personnel to leverage community strengths and work cooperatively in economic development efforts.
- Ensured sales tax on capital equipment purchases is sited in the unincorporated area of the County.



COUNTY GOALS AND OBJECTIVES AND DEPARTMENT PERFORMANCE MEASURES**COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY**

- Objective(s):**
- *Focus EDA efforts on competing globally for investment, retraining and finding employment for those who have lost jobs or are under-employed, developing a more highly-educated and trained workforce, and creating an effective approach to tourism.*
 - *Utilize County programs and resources to maximize job creation.*

- Department Strategy:**
- *The Department's attraction efforts are based primarily on identifying suitable sites that meet the requirements of brokers, developers and entrepreneurs.*
 - *The Department coordinates site tours with other County entities including Land Use/Building and Safety/etc. to ensure a seamless process for the requesting client.*
 - *The Department invests in marketing services to generate private investment and foster job creation as well as develop strong regional and national business relationships.*
 - *The Department engages in a strategic marketing program that incorporates branding, technical programming, travel product development to enhance the County's tourism.*

Measurement	2011-12 Actual	2012-13 Target	2012-13 Actual	2013-14 Target
Number of new businesses located to San Bernardino County that received countywide economic development assistance.	N/A	N/A	337	350
Number of estimated new jobs resulting from countywide attraction efforts.	N/A	N/A	4,544	5,500
Number of International/technical tour excursions booked in the County.	N/A	60	62	90
A total of 82 technical tour requests were received in 2012-13, due to staffing limitations and scheduling conflicts 20 of the requested technical tours did not occur.				

COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY

- Objective(s):**
- *Continue business retention and expansion programs while implementing office and industrial attraction strategies emphasizing provision of high-paying jobs.*

- Department Strategy:**
- *The Department actively engages in business counseling efforts to understand the needs of local businesses and evaluate retention and expansion opportunities.*
 - *The Department is actively working on an action plan that will position the County to take advantage of key economic development opportunities during the economic recovery.*
 - *The Department is utilizing the multiplier effect through job creation to stimulate aggregate demand within the County.*

Measurement	2011-12 Actual	2012-13 Target	2012-13 Actual	2013-14 Target
Number of businesses retained and/or expanded in the County that received countywide economic development assistance.	N/A	N/A	218	180



SUMMARY OF BUDGET UNITS

2013-14					
	Requirements	Sources	Net County Cost	Fund Balance	Net Budget
General Fund					
Economic Development	3,129,834	155,000	2,974,834		13
Total General Fund	3,129,834	155,000	2,974,834		13

5-YEAR REQUIREMENTS TREND

	2009-10	2010-11	2011-12	2012-13	2013-14
Economic Development	3,595,461	3,065,030	2,774,965	3,113,901	3,129,834
Total	3,595,461	3,065,030	2,774,965	3,113,901	3,129,834

5-YEAR SOURCES TREND

	2009-10	2010-11	2011-12	2012-13	2013-14
Economic Development	339,247	201,441	149,787	200,000	155,000
Total	339,247	201,441	149,787	200,000	155,000

5-YEAR NET COUNTY COST TREND

	2009-10	2010-11	2011-12	2012-13	2013-14
Economic Development	3,256,214	2,863,589	2,625,178	2,913,901	2,974,834
Total	3,256,214	2,863,589	2,625,178	2,913,901	2,974,834



Economic Development

DESCRIPTION OF MAJOR SERVICES

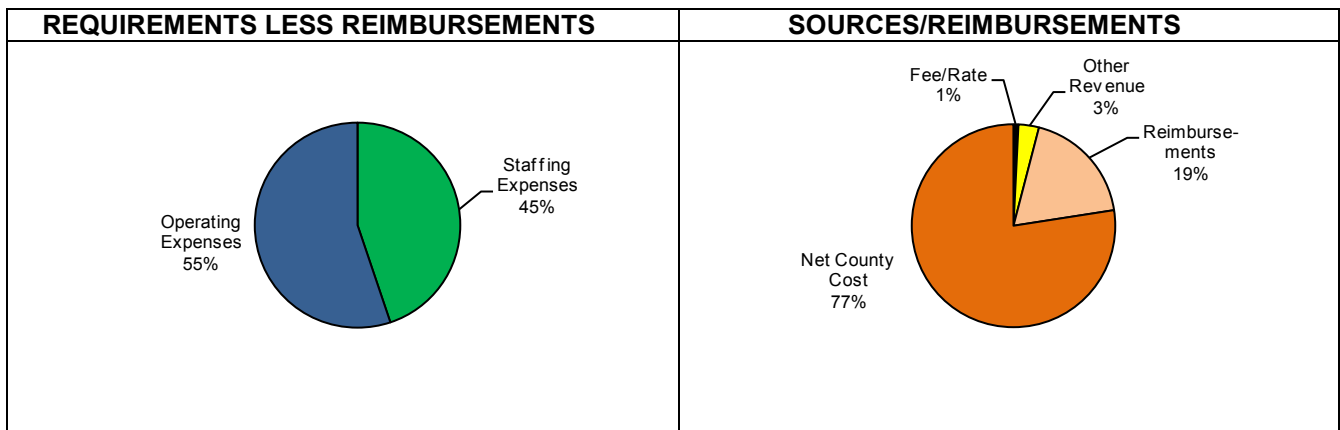
The Department of Economic Development's (ED) major goals are to foster job creation, increase private investment and enhance County revenues through the implementation of a Countywide economic development strategy. The strategy focuses on maximizing the standard of living of the County's residents, providing economic opportunities for the County's businesses, fostering a competitive environment and positioning the County as a highly competitive region for business opportunities. The strategy will emphasize industry sectors with high-growth potential and offering skilled high paying jobs.

The Department spearheads initiatives having local, national and international impact by forming internal and external strategic partnerships with key public and private sector organizations including, but not limited to, the State of California, San Bernardino County cities, the County of Riverside, as well as non-profit development corporations, developers, brokers, site selectors, corporate real estate executives and tenant representatives. Outreach to private sector stakeholders is conducted via a comprehensive media/marketing campaign.

The Department also creates and develops necessary support structures to foster a positive, creative and expanding business climate by offering a wide array of economic development programs and services including the following:

- Site Selection Assistance
- Market Analysis and Demographics
- Permitting Assistance
- Incentive Programs and Enterprise Zones
- Small Business Assistance and Technical Support
- Technical assistance and marketing support to County cities and economic development stakeholders.

2013-14 ADOPTED BUDGET



BUDGETED STAFFING

STAFFING ANALYSIS					5-YEAR STAFFING TREND				
Authorized Positions	2011-12 Final	2012-13 Adopted	2012-13 Final	2013-14 Adopted					
Regular	15	13	13	13					
Limited Term	1	1	2	0					
Total	16	14	15	13					
Staffing Expenses	\$1,566,766	\$1,650,731	\$1,650,731	\$1,721,891					

ANALYSIS OF 2013-14 ADOPTED BUDGET

GROUP: Economic Development
DEPARTMENT: Economic Development
FUND: General

BUDGET UNIT: AAA EDF
FUNCTION: Public Assistance
ACTIVITY: Other Assistance

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Actual	2012-13 Final Budget	2013-14 Adopted Budget	Change From 2012-13 Final Budget
Requirements							
Staffing Expenses	2,533,189	1,931,327	1,566,706	1,597,262	1,650,731	1,721,891	71,160
Operating Expenses	2,735,356	2,187,151	2,035,867	1,709,465	2,389,311	2,118,692	(270,619)
Capital Expenditures	0	0	0	0	0	0	0
Contingencies	0	0	0	0	0	0	0
Total Exp Authority	5,268,545	4,118,478	3,602,573	3,306,727	4,040,042	3,840,583	(199,459)
Reimbursements	(1,716,566)	(1,100,675)	(904,657)	(917,374)	(926,141)	(710,749)	215,392
Total Appropriation	3,551,979	3,017,803	2,697,916	2,389,353	3,113,901	3,129,834	15,933
Operating Transfers Out	40,000	0	0	0	0	0	0
Total Requirements	3,591,979	3,017,803	2,697,916	2,389,353	3,113,901	3,129,834	15,933
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	0	0	0	0	0	0	0
Fee/Rate	15,351	31,176	33,788	37,663	30,000	30,000	0
Other Revenue	20,476	158,865	116,000	165,307	170,000	125,000	(45,000)
Total Revenue	35,827	190,041	149,788	202,970	200,000	155,000	(45,000)
Operating Transfers In	300,000	11,400	0	0	0	0	0
Total Sources	335,827	201,441	149,788	202,970	200,000	155,000	(45,000)
Net County Cost	3,256,152	2,816,362	2,548,128	2,186,383	2,913,901	2,974,834	60,933
Budgeted Staffing					15	13	(2)

MAJOR EXPENDITURES AND REVENUE IN 2013-14 ADOPTED BUDGET

Staffing expenses of \$1.7 million fund 13 budgeted regular positions.

Operating expenses of \$2.1 million include costs of various Economic Development programs (real estate related trade shows, advertising, public relations, and tourism), travel, and internal transfers out (County Counsel charges, facilities, etc.).

Reimbursements of \$710,749 represent the cost allocation to other Economic Development Agency (EDA) departments of EDA staff.

Sources of \$155,000 represent registration fees and sponsorships for the State of the County event planned for the spring of 2014.



BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements have a net increase of \$15,933 from the 2012-13 final budget reflecting staffing expense increases due to position step advancements and increased retirement costs, as well as significant reductions in reimbursements due to reorganization within the Agency departments.

Sources decreased by \$45,000 reflecting an anticipated revenue reduction from sponsorships of the 2014 State of the County event.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$1.7 million fund 13 budgeted regular positions. Budget reductions, cost increases and program changes in 2013-14 resulted in the deletion of 2 Public Services Employee positions and the addition of 1 ECD Technician position to assist with low to mid-level economic development tasks. Additionally, due to the reduction in the EDA graphic design workload, the filled Graphic Designer I position/incumbent will be transferred to the Purchasing Department to help address Printing Services Division increase in graphic design services workload.

2013-14 POSITION SUMMARY

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Economic Development Agency	1	0	1	1	0	0	1
Economic Development	7	0	7	5	1	1	7
Administration / Information Technology	5	0	5	5	0	0	5
Total	13	0	13	11	1	1	13

Economic Development Agency	Economic Development	Administration / Information Technology
<u>Classification</u>	<u>Classification</u>	<u>Classification</u>
1 Administrator	1 Deputy Director	1 Assistant Administrator
1 Total	1 Economic Development Manager	1 Executive Secretary III
	3 Economic Dev. Coordinator III	1 Staff Analyst II
	1 ECD Technician	1 Automated Systems Analyst
	1 Staff Analyst II	1 Payroll Specialist
	7 Total	5 Total

